

Broadcasting Board of Governors Open Government Plan

Respectfully submitted in compliance with the requirements of the Office of Management &
Budget's Open Government Directive

April 7, 2010

Overview

The Broadcasting Board of Governors (BBG) strongly supports the Open Government Directive and its goals of providing greater transparency, public participation and collaboration. As the independent federal agency supervising all U.S. government-supported civilian international broadcasting, the BBG is dedicated to, and built upon, openness – our agency broadcasts its activities to audiences spanning the globe. The BBG’s authorizing legislation, the U.S. International Broadcasting Act of 1994 (22 U.S.C. § 6202), charges it with providing:

1. News which is consistently reliable and authoritative, accurate, objective, and comprehensive;
2. a balanced and comprehensive projection of United States thought and institutions, reflecting the diversity of United States culture and society;
3. clear and effective presentation of the policies of the United States Government and responsible discussion and opinion on those policies;
4. programming to meet needs which remain unserved by the totality of media voices available to the people of certain nations;
5. information about developments in each significant region of the world;
6. a variety of opinions and voices from within particular nations and regions prevented by censorship or repression from speaking to their fellow countrymen

By providing objective reporting and informed coverage of the issues and events at home and abroad, the BBG provides its overseas audiences with transparent information about events in their own countries, and a greater understanding of the United States and the American people. By engaging with audiences and creating dialogue through interactive programs and social networking, the BBG promotes participation by, and collaboration with, its overseas viewers and listeners.

The BBG’s Strategic Plan for FY 2008 – 2013 also works to incorporate the principles of transparency, participation and collaboration by pursuing, among others, strategies to:

- **Employ Modern Communications Techniques and Technologies** in order to maximize opportunities for audience interactivity;
- **Facilitate Citizen Discourse** by allowing for follow-up discussion of news stories and by developing new channels like blogs for citizens to engage in discussion;
- **Engage the World in Conversation about America** by seeking out opportunities to prompt two-way communication about American positions and policies, using interactive Web sites, blogs, call-in programs, English-language instruction and other tools; and
- **Broaden Cooperation within U.S. Public Diplomacy** by playing an active role in inter-agency strategic planning, pursuing mutually beneficial joint projects, sharing research data with other government agencies and developing partnerships with like-minded institutes and foundations outside of government.

While the BBG is committed to the values of transparency, public participation and collaboration in order to provide a more open government, the Agency is prohibited by law from releasing its overseas broadcasts within the United States. The U.S. Information and Educational Exchange Act of 1948 (also known as the Smith-Mundt Act, 22 U.S.C. § 1461), does not allow dissemination within the United States of records or information about the U.S., its people, and its policies, when those records or information have been prepared by the Agency for audiences abroad. The Agency is making available elements of its operations which are not affected by this prohibition through frequent publication of information about BBG activities via the Agency Web site, release of high-value information of interest to the public, creation of new feedback mechanisms for the public to contribute opinions and ideas, and pursuit of partnership opportunities with outside agencies and organizations.

This Open Government Plan details how the BBG will incorporate the principles of President Obama's 2009 Memorandum on Transparency and Open Government into its core mission objectives. The Open Government Plan reflects the input of key senior policy, legal, technology and editorial leaders at the BBG, as well as contributions from the American public. The Plan details the specific actions the BBG has taken in order to meet the President's charge, as well as future steps it intends to take to increase the openness with which it operates. We expect that this Plan will be a living document, changing in response to the feedback and suggestions provided by the American people.

I. Transparency

A. Inventory of High Value Information

The BBG maintains a significant collection of high-value information available for download by the general public. Among the information sets currently available for download from the Agency's Web site are:

Annual Reports: By law, the BBG is required to submit an annual report to Congress on its activities and spending. The BBG maintains an electronic library of its annual reports, from FY 1997 onward, online at <http://www.bbg.gov/reports/annual-reports.html>

Budget Submissions: The BBG maintains an electronic library of its annual budget requests to Congress, from FY 2008 onward, online at <http://www.bbg.gov/reports/budget.html>

NO FEAR Act Reports: The Notification and Federal Employee Anti-Discrimination and Retaliation Act of 2002 requires federal agencies to post summary statistical data pertaining to complaints of federal discrimination filed against it by employees, former employees and applicants for employment. The BBG presents this data in electronic form on a quarterly basis, from FY 2005 onward, at <http://www.bbg.gov/reports/nofearact.html>

FOIA Act Reports: The Freedom of Information Act provides the public with access to official agency information previously restricted from public review. The BBG maintains an electronic library of its annual FOIA Act reports, from FY 2000 onward, online at <http://www.bbg.gov/reports/foia.html>

Middle East Broadcasting Networks Transcripts: From November 2007 through September 2009, the BBG regularly translated a random selection of broadcasts from Middle East Broadcasting Networks' Alhurra TV and Radio Sawa networks from Arabic into English. The BBG maintains an electronic library of these transcripts at <http://www.bbg.gov/pressroom/arabictranslations.cfm>

Performance and Accountability Report: The BBG's annual Performance and Accountability Report (PAR) presents the Agency's consolidated performance and financial information and is intended to assist Congress, the President and the public in assessing the BBG's performance in achieving its mission and its stewardship of the resources entrusted to it. The BBG maintains an electronic library of its annual PAR reports, from FY 2004 onward, online at <http://www.bbg.gov/reports/performance-reports.html>

Persian News Network/Radio Farda Transcripts: From May 2007 through September 2009, the BBG regularly translated a random selection of broadcasts from the Voice of America's Persian News Network and Radio Free Europe/Radio Liberty's Radio Farda service from Persian into English. The BBG maintains an electronic library of these transcripts at <http://www.bbg.gov/pressroom/persiantranslations.cfm>

Privacy Reports: The BBG regularly reports on its policies for maintaining the privacy of its recordkeeping systems. An electronic library of the BBG's recent privacy reports is maintained online at <http://www.bbg.gov/reports/privacy-reports.html>

Other Reports: The BBG is regularly required to compile reports on various topics of interest to the public, covering topics as varied as the Agency's E-Government initiatives to U.S. international broadcasting in Iraq. An electronic library of reports compiled by the BBG that don't fit any of the aforementioned topics is available online at: <http://www.bbg.gov/reports/other-reports.html>

In addition, in January 2010, the BBG released three additional data sets/tools of high-value information as part of its compliance with the Open Government Directive:

2008 Freedom of Information Act Report: The BBG republished its 2008 FOIA Act Report in Microsoft Excel format in order to be more easily retrieved, downloaded, indexed and searched by commonly used Web applications. This information is maintained online at: <http://www.bbg.gov/reports/documents/BBGFY2008FOIARepor.xls>

BBG Highlights Reports: The BBG republished its monthly "BBG Highlights" reports detailing the BBG's latest accomplishments to be more easily retrieved, downloaded, indexed and searched by commonly used Web applications. The searchable version of "BBG Highlights" can be accessed at <http://www.bbg.gov/Highlights.cfm>

BBG Contact Directory: To better encourage contact with the American public, the BBG redesigned its organizational chart in order to provide more detailed and specific contact information for every major division and office within the Agency. The new organizational chart can be accessed at <http://www.bbg.gov/about/orgchartnew.html>

In order to foster the use of high-value agency information to increase public knowledge and promote public scrutiny of the BBG's activities, the BBG's Web site prominently features a "Reports" tab on the front page to direct users to this information. In addition, the BBG's Open Government page includes links to all high-value information sets available to the public.

B. Publication of Additional Data

In addition to the datasets already published, the BBG has identified other data that may be useful to the public. While the BBG's annual report currently presents data on the size of the BBG's global audience and the composition of the BBG's annual spending by broadcaster, this

information is presented in a graphical form that makes it difficult for outsiders to use the data to uncover trends or changes. As a result, we intend to release this information in Excel format by May 2010 on the BBG Web site and register it on Data.gov.

Similarly, the BBG's annual Performance and Accountability Report presents extraordinarily detailed data on key performance metrics like affiliate network sizes, program credibility scores and radio signal strength, but this data is not presented in a format that allows the public to easily analyze this information in new ways. As a result, we intend to release a summary of 2005-2009 PAR performance indicators in Excel format by May 2010 on the BBG Web site and register it on Data.gov.

C. Compliance with Transparency Initiative Guidance

The BBG has actively complied with OMB's guidance on the following transparency initiatives:

Data.gov: On January 22, 2010, the BBG registered on Data.gov three high-value data sets never before available online or in a downloadable format: A machine-readable agency FOIA report; a machine-readable version of the monthly "BBG Highlights" report of Agency activities and accomplishments; and a new interactive organizational chart providing detailed contact information for specific BBG offices and divisions. As indicated in Section I.B., the BBG has identified additional datasets to be registered on Data.gov and intends to publish them by May 2010.

eRulemaking: Because the BBG is not a regulatory agency, its use of the Regulations.gov Web site is necessarily limited. However, the BBG works to ensure that notice of all relevant BBG business is posted to the site. Since 2005, the BBG has posted 56 notices, mostly related to the monthly meetings of its Board of Governors, 2 proposed rules, and 1 new rule.

IT Dashboard: As part of its annual budget request, the BBG submits to OMB completed Exhibit 53 and Exhibit 300 forms detailing its estimated spending for IT investments. Due to the small size of the BBG's IT spending relative to larger federal agencies, the BBG's spending is not typically included on the IT Dashboard.

Recovery.gov: The BBG did not receive any funding from the American Recovery and Reinvestment Act of 2009 and thus has not contributed any data to the Recovery.gov Web site established to track Recovery Act-related spending.

USAspending.gov: The BBG regularly submits details on its contracts, grants, and other spending to USAspending.gov for publication. Because of the BBG's small size, its spending is typically aggregated with the spending for "all other small agencies." The BBG reports similar financial data to the Catalog of Federal Domestic Assistance (available online at <http://www.CFDA.gov>) and the Central Contractor Registration (available online at <http://www.bpn.gov/ccr>)

D. Proposed Actions to Inform the Public of Agency Actions and Business

The BBG regularly hosts public programs on issues of interest to the American public. For our next scheduled event, we are co-sponsoring a program with George Washington University's Institute for Public Diplomacy and Global Communications titled "Iran's Blogosphere and Grassroots Voices: Risks and Rewards of Engagement" on April 12, 2010. The event will feature VOA journalists and outside experts commenting on the new media landscape in Iran and the prospects for grass-roots engagement with the Iranian people. The dedicated Web site for the event can be viewed online at

<http://www.gwu.edu/~ipdgc/events/iran-blog/index.cfm>. Other recent events of interest include:

- A September 2008 workshop titled "New Media vs. New Censorship: The Authoritarian Assault on Information" featuring BBG and outside experts discussing global trends in censorship of the Internet and profiling countries with the most onerous controls on the Internet and press. The event can be viewed online at <http://www.bbg.gov/ondemand.cfm>
- A December 2008 panel discussion held at George Washington University on emerging media models for international news coverage. Participants included members of the Agency's Board of Governors and the Committee to Protect Journalists, journalists from National Public Radio and McClatchy Newspapers, and professors from George Washington and Harvard universities. The event can be viewed online at <http://www.bbg.gov/pressroom/pressreleases-article.cfm?articleID=333>

E. Records Management Requirements

The BBG's Voice of America maintains on its Web site a section detailing the Agency's record management policies. As the site notes, BBG broadcasters are prohibited from releasing overseas programs material in the United States under Section 501 of the Smith-Mundt Act of 1948, which provides that:

"Information produced by the Voice of America [and other BBG broadcasters] shall not be disseminated within the United States ... but, on request, shall be available in the English language at VOA, at all reasonable times following its release as information abroad, for examination only by representatives of United States press associations, newspapers, magazines, radio systems, and stations, and by research students and scholars and, on request, shall be made available for examination only to Members of Congress."

However, tapes and transcripts of English language broadcasts older than twelve years are regularly retired to the National Archives and Record Administration's Motion Picture, Sound and Video Branch in College Park, Maryland for public viewing. NARA's online catalog can be searched online at <http://www.archives.gov/research/guide-fed-records/>

F. Responding to FOIA Requests

At the BBG, Freedom of Information/Privacy Act (FOIA/PA) requests are managed by the Office of the General Counsel. The Office directs incoming FOIA requests to a designated FOIA/PA Officer, who fields the queries in consultation with the Agency's Chief FOIA Officer (typically the General Counsel) and one Assistant General Counsel. Typical requests are for procurement records, lists of credit card purchase holders, audience survey reports, personnel and/or security files, and Board of Governors records, and are submitted in writing to the designated FOIA/PA Officer.

The BBG believes it is highly capable of analyzing, coordinating and responding to FOIA requests in a timely manner. During FY 2008, the most recent year for which statistics are available, the BBG processed 90% of incoming FOIA requests within 20 days of submission.

The BBG maintains an online guide to the FOIA process and library of annual reports on its Web site at <http://www.bbg.gov/reports/foia.html>

G. Responding to Congressional Requests for Information

Congressional requests for information about the BBG and its programs are forwarded to the Agency's Congressional Coordinator. This position resides within the staff of the Board of Governors. The Congressional Coordinator receives and processes information requests related to the Agency's federal components (the Board, the International Broadcasting Bureau, Voice of America, Office of Cuba Broadcasting) as well as to the Agency's corporate grantees (Radio Free Europe/Radio Liberty, Radio Free Asia, and Middle East Broadcasting Networks), and works directly with each Agency element to respond to requests in a timely manner.

H. Declassification Programs

While the BBG does make use of Classified government information, it relies almost entirely on Classified materials sourced from other government agencies. As the BBG does not author these materials, it lacks the authority to declassify them.

II. Participation

A. Current Activities

To create more informed and effective policies and programs, the BBG and its broadcasters actively work to create opportunities for the public to participate in, and comment on, BBG programs. Among the numerous activities the BBG is pursuing to foster participation from its audiences worldwide are the following:

- The BBG's International Broadcasting Bureau (IBB) recently established an Office of New Media to direct and manage Voice of America's increasing use of the Internet and related digital technologies, including mobile devices and social networks, for distribution of multimedia content. This office has spearheaded the establishment of new social media outreaches, including a VOA channel on YouTube, a podcast library on iTunes, and blogs.
- VOA and its sister broadcasters Radio Free Europe/Radio Liberty, Radio Free Asia, Radio Sawa, Alhurra and Radio and TV Marti all maintain interactive and innovative Web sites, with YouTube postings, online chats and blogs, access from handheld equipment, and e-mail distribution. Fueled by the development of new features and enhancements, in July 2009, direct visits to RFA Web sites increased by 58 percent over the same period in 2008, while users viewed 51 percent more pages.
- In January 2010, the VOA's Persian News Network launched a new iPhone and Android application that offers the latest news and enables users to send links to VOA stories via Facebook, Twitter, and e-mail accounts with a single click.
- In June 2009, VOA Spanish unveiled a redesigned interactive Web site, voanoticias.com. The new site is easy to navigate and offers many interactive tools and links, as well as video and audio news features that are constantly updated.
- In 2008, due to increasing Russian government media restrictions and direct pressure on VOA affiliates, the VOA Russian Service embarked on an ambitious strategy to deliver news and information to Russians via the Internet. The service's new Web site features a variety of interactive activities, including a daily Webcast presented as an embeddable video and a user generated community page where audience members interact. Additionally, VOA Russian posts videos on YouTube and blogs on Russia's most popular blogging platform, LiveJournal.
- Numerous BBG broadcasters host call-in shows and online features where viewers and listeners can share their opinions on topics of interest

While the aforementioned initiatives help foster discussion of news events and U.S. policies, the BBG also works to gather feedback on the quality of its programming. One effort crucial to this task is the VOA News Blog, an online forum for discussions about the BBG's Voice of America broadcaster and available on the Web at <http://voanewsblog.blogspot.com>. Maintained by the current editor of VOA's Persian News Network and the former managing editor of VOA's Central Newsroom, the VOA News Blog discusses the editorial quality and integrity of VOA content and responds to inquiries, comments and complaints about that content.

Since its launch in January 2008, the VOA News Blog has featured 110 posts from VOA staff and numerous comments from VOA audience members. It has addressed public inquiries about VOA's coverage of the 2008 Presidential elections, use of the term "terrorist," and even complaints about the quality of VOA coverage of the sport of cricket. In addition, the VOA has used the blog to actively solicit comments from the public about potential additions to VOA's training handbook for its journalists and new strategies for reaching overseas audiences via mobile devices.

In addition, in 2006 the VOA created e-mail addresses for each of its Language Programming regional divisions, domestic and foreign news bureaus, and other offices to field inquiries from the public about VOA programming. Those addresses, which are presented below, also appear prominently in the relevant office/division location on the VOA Web site, <http://www.VOANews.com> :

VOA News Headquarters: VOANews@VOANews.com

U.S. News Bureaus

Houston: Houston@VOANews.com
 Los Angeles: LA@VOANews.com
 Miami: Miami@VOANews.com
 New York City: NYC@VOANews.com

Foreign News Bureaus

Bangkok: Bangkok@VOANews.com
 Beijing: Beijing@VOANews.com
 Brussels: Brussels@VOANews.com
 Cairo: Cairo@VOANews.com
 Hong Kong: HongKong@VOANews.com
 Islamabad: Islamabad@VOANews.com
 Jerusalem: Jerusalem@VOANews.com
 Johannesburg: Johannesburg@VOANews.com
 London: London@VOANews.com
 Moscow: Moscow@VOANews.com
 Nairobi: Nairobi@VOANews.com
 New Delhi: NewDelhi@VOANews.com
 Seoul: Seoul@VOANews.com

VOA Language Programming Regional Divisions

Africa: Africa@VOANews.com

Americas: Americas@VOANews.com

East Asia & Pacific: EAP@VOANews.com

Eurasia: Eurasia@VOANews.com

Near East & Central Asia: NearEast@VOANews.com

West & South Asia: WestSouthAsia@VOANews.com

Other Useful Contacts

Features: VOA-English-Features@VOANews.com

Learning English: Special@VOANews.com

Public Relations: PublicAffairs@VOA.gov

Request Program Guide: Letters@VOA.gov

While most of the current opportunities to participate are available only to our overseas audiences via radio, television and online broadcasts, the BBG also works to provide opportunities for the American public to contribute its opinion on BBG activities via several key media to the extent allowed by applicable laws.

Most recently, the BBG has created new feedback mechanisms in response to the Open Government Directive. Beginning in February 2010, the BBG established an e-mail drop-box, OpenGov@BBG.gov, for members of the public to contribute their suggestions for activities the Agency should pursue as part of its Open Government Plan. The e-mail address is prominently promoted on the Agency's Open Government Web page, located at <http://www.BBG.gov/Open>. In addition, in January 2009, the BBG released a new organizational chart featuring detailed, and previously unavailable, contact information for each of the Agency's offices and divisions. That contact information is now available through the BBG Web site at <http://www.BBG.gov/about/orgchart.html>.

Collaboration

A. Using Technology to Foster Internal Collaboration

The BBG's Engineering department is constantly searching for ways to increase collaboration across the Agency by leveraging new technologies. In recent years, much of Engineering's effort has been focused on creating digital broadcasting systems that allow personnel from across the Agency to reuse and share news content, while reducing resource costs and overhead. Among the initiatives currently scheduled for implementation are:

- Migration from legacy analog tape systems to DaletPlus Digital Media Systems, a comprehensive system that will enable VOA broadcasters to efficiently: manage digital video assets; automate newsrooms; implement tapeless production and play out workflows; and archive material. DaletPlus integrates many functions previously supported by stand-alone systems. In FY 2009, Engineering began the phased implementation of the DaletPlus system, starting with the installation of video asset management. This capability enables users to search ingested feeds and other video files, mark clips, and download these clips to their computers. These clips can then be digitally transferred for final editing into news stories. Engineering also installed the supporting software on Agency computers and, working with VOA, has trained potential users. Implementation of the DaletPlus modules that support digital video play out is also in process. Thus far, five key language services can operate in a fully digital mode from video production to on air.
- Development of an asset archiving system that will be capable of supporting all media, not just video files. Improved digital storage will support centralized sharing and archiving of online, near-term, and long-term files.
- Implementation of a simplified Web content delivery system that provides new capabilities, increases flexibility, and reduces the time required for non-technical personnel to create and maintain language Web sites. This system has already been rolled out for approximately half of the Voice of America's language services.

In addition, the BBG continues to experiment with the use of interactive tools like Webcasts and blogs to better enable discussion and collaboration among large groups of employees and the overseas audience. The round-the-clock nature of BBG operations, combined with a far-flung network of domestic and overseas bureaus, make it difficult to assemble large groups of employees. To accommodate the geographic distances and time-zone disparities, the Agency has Webcast two "Town Hall" events, in which senior leaders field questions submitted live and via the Web. Similarly, the BBG has established an employee blog, Tune In, for employees to submit questions about Agency policies and share information about common problems. Finally, the BBG is currently utilizing the Microsoft SharePoint Intranet platform to enable discussion of its FY 2010-2015 Human Capital Plan and other initiatives being launched across the Agency.

B. Using Technology to Foster External Collaboration

New technology platforms have proven crucial to the BBG's efforts to improve the quality of collaboration with its outside audiences, other federal agencies, the American public and non-profit organizations. By leveraging tools like interactive and on-demand Webcasting, the BBG has been able to foster collaboration through special events like:

- The April 2010 discussion, "Iran's Blogosphere and Grassroots Voices: Risks and Rewards of Engagement" examining opportunities for citizen-to-citizen exchange between the American and Iranian people. The discussion, which will feature representatives from the Committee to Protect Journalists, George Washington University and the Iranian diaspora community, is intended to uncover ideas for engaging the Iranian public, and will be featured online live and on-demand..
- The March 2010 discussion, "Rebuilding Haiti's Media: The Lifeline of Development," examining the current state of media in Haiti and its future after the recent earthquake. The discussion included representatives from the U.S. Agency for International Development, the Organization of American States, The World Bank and the media development NGO Internews contributing ideas on how to best rebuild Haitian media and how best to meet the Haitian people's need for information in the aftermath of the crisis. The event was Webcast to audiences worldwide and can be rebroadcasted on demand via the VOA Web site.
- The October 2008 VOA discussion "Africa's Dynamic Media Environment," which featured officials from VOA, the World Bank and the non-profit organization AllAfrica Media debating how best to meet the information needs of Africans given the rapidly changing media environment on the continent. The event was broadcast to VOA's African audiences and can be rebroadcasted on demand via the VOA Web site.

As new media technologies continue to advance, the BBG aspires to build upon these efforts to improve the quality and range of collaboration. A library of previous special events is available online at <http://www.voanews.com>.

In addition, the BBG actively collaborates with a broad community of researchers within and outside of the government to circumvent blockage of online broadcasting content by hostile foreign governments. One such system currently under testing sends news feeds through privately operated e-mail accounts to effectively evade the Web-screening protocols of restrictive regimes. Other efforts rely on the help of non-government research institutions and private firms who share our interests in the global free flow of information to develop networks of proxy servers to allow BBG audiences to directly access otherwise banned content and to develop software to skirt restrictive Internet firewalls.

C. Other Collaboration Efforts

Collaboration with other government agencies is a crucial component of the BBG's operations. In fact, it's authorized by the U.S. International Broadcasting Act of 1994, which allots an *ex officio* seat on the Board of Governors to the Secretary of State (who typically delegates her authority to the Under Secretary for Public Diplomacy and Public Affairs). Many of the BBG's other collaboration efforts with other federal agencies are detailed in its FY 2011 Budget Request. Ongoing interagency efforts in which the BBG participates include:

- **The Administration's Afghanistan/Pakistan Strategy Planning Group:** The BBG chairs the broadcast media working group and has been a leader in establishing processes for sharing relevant audience research data with other government agencies. The two most recent and in-depth data sharing projects were the Afghanistan Deep Dive in October 2008 and the Pakistan Deep Dive in January 2009, which involved collaboration with the Department of State, the Agency for International Development, the Department of Defense and several private research firms.
- **Refugee Broadcasting to Central Africa:** In collaboration with the State Department, the VOA Central Africa Service has produced popular youth refugee radio programs in Burundi and northwest Tanzania for the past eight years.
- **Language Service Review:** By law, the BBG is required to review and evaluate its language services annually. State Department and National Security Council priorities are among the criteria considered by the BBG in determining which language services to add and delete.

D. Methods to Increase Collaboration With Private, Non-Profit and Academic Communities

The BBG is interested in exploring potential contests inviting people to solicit innovative mobile phone applications that BBG broadcasters might use to grow and engage their audiences in the developing world. Given the reach of mobile phones in even the poorest corners of the world, the BBG is eager to explore new mobile strategies and welcomes ideas from non-traditional sources. We have reviewed OMB's guidance on the use of challenges and prizes to promote open government and are eager to utilize the Web-based platform it promises to develop in the coming months for managing prizes and challenges. Per OMB's guidance, the BBG is studying potential legal issues that may arise from any contest we offer.

III. Flagship Initiative

The BBG is currently considering several potential flagship initiative projects on the basis of appropriateness, cost, and viability. We hope to announce our flagship initiative in the near future.